RENEWS

COPYRIGHT OFFICE   REENGINEERING UPDATE

Record Document Team Presents Recommendations

Process Definitions Completed

The Record Document (RD) Implementation Team presented its process design recommendations and draft procedures manual to the Business Process Reengineering (BPR) Steering Committee on June 5. This completes the last definition of the six major processes under BPR.

Documents pertaining to a copyright, a mask work, or a vessel hull design can be recorded in the Copyright Office to make a public record. Many documents submitted for recordation relate to transfers of ownership. Any or all of the copyright owner's exclusive rights or any subdivision of those rights may be transferred, but the transfer of exclusive rights is not valid unless that transfer is in writing and signed by the owner of the rights conveyed or such owner's duly authorized agent. The RD process handles the recordation of, and certificate production for, documents.

The RD Implementation Team was formed in April 2002. The team included Copyright Office staff from the Documents Recordation Section, the Copyright Automation Group, the Technical Support Section of Cataloging, the General Counsel's Office, and the Examining Division, as well as representatives from the labor organizations. The team met regularly through early June to develop detailed process maps, review current recordation practices, recommend policy changes, provide input to the information technology (IT) functional requirements for documents, and write a comprehensive procedures manual. The team met also with Office stakeholders to gather input on issues to address in the RD redesign process. Working within the current statutory requirements for original signatures on documents, highlights of the new RD process include:

- Scanning and tagging document information for electronic processing
- Creating document tracking records in the Receive Mail process
- Numbering document images and, if requested, printing numbered documents
- Tagging scanned documents to create Copyright Office records
- Adjusting fee structure to provide incentives for electronic filing, i.e., discounts

- Corresponding via email when possible

- Checking status of document submissions via Internet

- Making recordation certificates, documents, and catalog records available online

The team also recommended a process to receive documents electronically based on potential changes in the current legal requirements.

Quick Hits

The RD Team recommended several quick hits the Office can consider for implementation even before full BPR implementation:

- Create a new "submission form" that contains only essential information

- Use word processing software to enter document titles (partially implemented)

- Use CORDOCS to enter recordation data

- Identify temporary staging area to open mail (completed)

- Complete Document Recordation Section practices, including administrative procedures and policies (ongoing)

- Establish separate mailing address for the Document Recordation Section

- Assign a permanent data preparation technician from the Receiving and Processing Division to the Documents Recordation Section

- Create an automated guide letter and pattern paragraph system with guidance from the Examining Division Correspondence Unit

- Include Summary Information sheet (FL10A) in image record

The RD draft procedures manual was presented to the BPR Steering Committee for comment. After a comprehensive review of all comments, the manual was updated. The revised procedures manual with policy recommendations will then be presented to the Register's Conference for discussion and approval. ∎

PwC Provides Drafts of Two Deliverables

Mike Burke

On June 28, PricewaterhouseCoopers (PwC) delivered a full draft of deliverable 4, the "Functional Specifications," and on July 18, a full draft of the "Recommended Hardware and Software Solutions." These documents are both significant products in the re-engineering program. As mentioned in the July 2002 *ReNews*, the functional specifications will be the foundation for the statement of objectives for the succeeding development contracts. The recommendations for hardware and software are the result of a structured assessment of information technology (IT) products that can support needed processing. The recommendations include scoring and ranking of the products to determine which best match the requirements. The Information Technology Oversight Group (ITOG) was briefed on each deliverable.

The IT team also met with representatives of each process area to review the functional specifications. The feedback so far on the specifications has been positive, calling mostly for clarification of some content and not expansion. This is a good sign. It says that the analysis covered all the bases. PwC is addressing the comments and making the necessary changes to the deliverable.

Members of ITOG are presently reviewing the hardware and software recommendations. The deliverable includes the results of a market survey of feasible implementation options, a correlation of the options with the logical system components and functional specifications, identification of needs that will likely require custom development, and projected costs for identified solutions.

An encouraging note is the alignment between the recommended solutions and the Library's present IT environment. For example, for workflow management the recommendation is to use a product from PeopleSoft, a subset of which is already installed at the Library to support Human Resources. For document management, the recommendation is to use Documentum, also already in use in the Library. The recommendations go on to cite Oracle, Voyager, and Sun and IBM servers, all of which are principal IT components at the Library. It will greatly facilitate progress with IT reengineering if we can use existing components and leverage the knowledge and skill sets of Library technical staff.

The hardware and software recommendations will be carefully studied during the next few weeks by members of ITOG and technical staff in Copyright and in Information Technology Services (ITS). More details about the findings will be available in next month's issue of *ReNews*.

PwC will deliver final copies of both reports on Aug. 9. ∎

ReNews Interview with Virginia Kass

Labeling Recommendations Result from Joint Efforts with Library

Ruth Sievers

Copyright Office Security Manager Virginia Kass, cochair of the Joint Issue Group on Labeling (JIG-L), met with *ReNews* to explain how the Copyright Office's cooperative effort with Library Services (LS) in the area of labeling has provided "a wonderful opportunity for us to meet the Library's needs.

"JIG-L's charge was to make recommendations to improve and streamline the marking and labeling of all formats received by the Copyright Office and the Library Services Acquisitions Directorate," she explained. Special collections formats, such as manuscripts, and legacy materials will be addressed separately.

The need for improvement was identified early in the Office's Business Processing Reengineering (BPR), and JIG-L began meeting last November. "The process was very intense," said Kass. JIG-L found throughout the Library a proliferation of marks, stamps, and labels. The 8-member group met with 19 different custodial areas, documenting not only the different types of formats stored in each area but also the manner in which collection materials are stored and served.

This June, JIG-L produced its report, including labeling recommendations and a draft procedures manual, which Kass says "will be the bible for those doing the marking and labeling." JIG-L sought to generate labels from Library databases, as opposed to keying, stamping, or handwriting, and to minimize the number of labels on any one piece. The group also realized the importance of adhering to preservation labeling standards.

Recommendations that will affect the Copyright Office include:

- *Create a new label that combines the current barcode label and the Copyright Office accession stamp.* The new item barcode/accession label will identify an item as Library of Congress property, track the item through the Copyright Office,

document time and place of receipt, and allow retrieval of related pieces that become separate.

- *Include the Piece Identification Number (PIN) on the current laser mark for CDs, CD-ROMs, DVDs, etc.*

- *Use "edge" or property stamp replacing the LC Seal.* The stamp will alert security officers that an item is LC property. The words "Library of Congress" will be stamped on the top edge of the text block of a book or inside the cover of small books. This provides greater protection for in-process materials since the LC seal is applied much later in the work stream, just before shelving.

- *Apply perforation mark on microfilm.* Currently, the Serials and Government Publications Division uses this mark to identify microfilm as Library property. The Library's name and the date of perforation are punched out on the leader.

JIG-L Cochairs Debra McKern, Program Director, Baseline Inventory Program in LS, and Kass presented the labeling concept to Register of Copyrights Marybeth Peters and Associate Librarian for Library Services Winston Tabb, who accepted the concept. Briefings followed for the LS Directors, Register's Conference members, Office of the Inspector General, LS Coordinating Team, Collections Security Oversight Committee (CSOC), and LS Acquisitions Management Team. The report also contains an implementation timeline. A JIG-L implementation team will be formed as part of the CO BPR implementation effort. ∎

New Copyright Office Organization Structure Proposed

Julia Huff

The redesign of a business process also requires a redesign of the organization structure for that process. Each business process reengineering (BPR) organization implementation team was tasked with determining the high-level organization structure as well as the work unit structures and job roles for each process. This article focuses on the proposed high-level organization structure for the redesigned processes as a whole. Later articles will outline the proposal for work unit structures and job roles.

In planning for the new organization structure, the teams followed two key principles—first, to have a single division be accountable for an entire process and, second, to provide for career bridges and ladders for Copyright Office staff. The proposed Copyright Office organization is composed of seven divisions, including three designated for registration. This high-level organization structure has been approved by management, but may change as we refine the processes.

With the exception of the Documents Recordation Section, the current Examining and Cataloging divisions' functions would be merged to form three divisions organized by subject matter. These would be Literary and Serials; Motion Pictures, Performing Arts, and Renewals; and Visual Arts. Staff would work in cross-functional teams to complete the registration process, including examining and cataloging, from beginning to end. A Registration Program Head, or equivalent position, would oversee and coordinate the activities with the proposed divisions. Each division would be headed by a Registration Chief.

The current Information and Reference Division would be renamed the Information and Records (I&R) Division to more generally reflect that division's duties. The Documents Recordation Section from the Cataloging Division would be relocated in the I&R Division, and the current functions of the Reference and Bibliography Section would be combined with the Certifications and Documents Section into the Records Research and Certification Section. Both of these moves are proposed to align the skills and abilities of the staff and to provide for career development through cross training and rotation opportunities.

The Receipt, Analysis, and Control (RAC) Division would include activities now performed in the current Receiving and Processing Sections. The functions from the Receipt, Analysis, and Control Center (RACC) and Fiscal Control Section would be split into three sections: Accounts, In-Processing, and Out-Processing. Final names for the In-Processing and Out-Processing Sections have not yet been determined. Many of the duties now performed in the Materials Control Section would be dispersed to other divisions; however, some important searching functions would remain in the RAC Division.

The Copyright Acquisitions Division remains intact, but the work unit structures would change. The division would consist of the Acquisitions Section and the Technical Processing Team.

The Licensing Division is not affected by the new organization structure.

The proposed organization chart is posted on the BPR web site on the Copyright Office Intranet at *www.loc.gov/staff/copyright*. ∎